

81-8296/5

DCI/ICS 81-5768
3 December 1981

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM:

Director, Intelligence Community Staff

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SUBJECT:

Comments on NSC Briefing Paper on MODE

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1. The briefing paper is inaccurate in stating (page 4) that Defense and CIA support Option 2. The Carlucci/Inman letter of 26 October 1981 states that "none of the alternatives is acceptable" (para 2).

2. Specifically, all options would retain a centralized data base. The Carlucci/Inman letter opposes this. However, you may wish to agree that such statistics could be maintained by State for its purposes.

3. Also, the Option 2 appeal channel to NSC would run from Chief of Mission through SecState to NSC (otherwise Agency prevails). We consider this would put State in control of the appeal process. The solution is to permit either party to appeal.

4. Paragraph 4 of the Carlucci/Inman letter contains the essentials of a post-MODE system. However, President Reagan's letters to Chiefs of Mission contain two provisions which need to be considered:

a. "I want to emphasize that the Secretary of State has the responsibility not only for the activities of the Department of State and the Foreign Service but also, to the fullest extent provided by law, for the overall policy direction, coordination, and supervision of the United States Government activities overseas." (NOTE: Forces under operational command and control of a US area military commander and personnel detailed to international organizations are excluded.)

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S E C R E T

b. Chief of Mission responsibility to use resources "in an effective and efficient manner" and to inform the Secretary of State "when you believe that staffing of any agency is either inadequate or excessive to the performance of essential functions."

5. In light of these provisions, State can legitimately argue for qualification of the Carlucci/Inman statement that "Agency Heads would have full control over available resources to administer effectively their assigned programs." The solution is to delete any such reference since it is not necessary to resolution of the MODE issue.

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7. The ambassadorial comments attached to the NSC brief appear to be special pleading without substance. Attached is an alternative view.

8. The CIA Comptroller in August 1981 summarized the arguments for doing away with MODE as follows.

- o It has become a bureaucratic system with no socially redeeming features. If an ambassador agrees to an additional position in an embassy and an agency has the funds to support the position, and if it is within the guidelines of an approved budget, why should it be necessary to get the chop of a MODE bureaucracy in the Department of State?

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- o Because of the red tape, MODE stifles initiative.
- o We could save the US Government on the order of 20 positions (or more than half-million) to do away with it.

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Attachment: a/s

(Attachment to DCI/ICS 81-5768)
3 December 1981

SUBJECT: Department of State Position on the Importance of MODE
as a Managerial Aid to the Chief of Mission

As a former manager of large overseas posts as either Chief
or Deputy [redacted], I consider the State
argument to be specious.

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Option 2 (perhaps slightly modified) does NOT undercut the
authority of any COM or principal officer worth his salt. Indeed,
I have always taken the view that any staffing decisions [redacted]
[redacted] should be made strictly on the merits of the case
and the budgetary and logistical realities. Those who need
crutches to say "NO" should not be there. The complicated MODE
bureaucracy is a superfluous added obstacle.

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It would be very useful to ask the State Department just
precisely what question was submitted to the COMs that produced
the comments attached to the briefing paper and what other
answers were provided by COMs not listed in that paper.

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Comments on NSC Briefing Paper on MODE

FROM:

Director, ICS

EXTENSION

NO.

DCI/ICS 81-5768

DATE

3 December 81

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

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